

# Department Heads Goals and Objectives Meeting

Board of Selectmen

May 16, 2017

June 6, 2017

June 20, 2017



May 16, 2017  
Council on Aging  
Ashley Springman Director



# Goals and Objectives

## Council on Aging

1. Continue to develop the COA's transportation program.
2. Start the process of becoming an "Age Friendly Community".
3. Introduce intergenerational programming.



May 16, 2017

Library

Diane Giarrusso Director





# Goals and Objectives



## Library

1. Revise the Library website for more efficient use and ease of locating information.
2. Preserve the condition of and access to the Board of Library Trustee Minutes.
3. Maintain, plan for, the increasingly complex technological infrastructure of hardware, software and applications required in a public library and teach residents about different technology related topics.

May 16, 2017  
Fire Department  
Michael Hazel Fire Chief





# Goals and Objectives

## Fire Department

1. New Fire Engine Purchase
2. Implementation of Full-time Training Coordinator
3. Succession Plan for Chief and Deputy Chief
4. Regional Dispatch and New Center Fire Station

June 6, 2017

Town Clerk

Denise Graffeo Town Clerk





# Goals and Objectives



## Town Clerk

1. Continue to develop and administer Document Management Plan.
1. Investigate options and implement plan to accept and process on-line requests and payments for dog licenses.
2. Modernize Election Voting Systems.

June 6, 2017  
Community Development  
Steve Sadwick Assistant Town Manager



# Goals and Objectives



## Community and Development

1. Enhance permitting capabilities through PeopleGIS for all 3 divisions.
2. Enhance efficiency of project department review process for staff, applicants, and boards.
3. Planning & Conservation: Publicize the benefits of Town-owned land through the physical demarcation of the land and providing on-line maps.
4. Health Department: Increase public vaccination program.
5. Health Department: Quarterly trainings/seminars and newsletter.

June 6, 2017  
Police Department  
Tim Sheehan Police Chief





# Goals and Objectives



## Police Department

1. Review/Revise Department Policies and Procedures to Achieve State Certification.
1. Strengthen Community Opioid/Mental Health Outreach Program and Department Strategy
2. Develop Officer Wellness Program

June 20, 2017

Administration, Finance, Human Resources

Ron Florino Finance Director

Teresa Belanger Human Resources Director



# Goals and Objectives

Administration, Finance, Human Resources



June 20, 2017  
Department of Public Works  
Brian Gilbert DPW Superintendent





# Goals and Objectives

## Department of Public Works



## **Town Clerk FY 2018 Goals and Objectives**

### **Goal 1: Continue to develop and administer Document Management Plan**

Now that we have transitioned back to our newly renovated Town Hall complete with climate controlled & fire safe vaults, my focus will be to follow through with the recommendations provided in the report by Archivist, Rachel Onuf of the Massachusetts State Historical Records Advisory Board.

- a. Incorporate records that were being stored at Iron Mountain during the Town Hall renovation back into our collection and facilitate accessibility
- b. Apply for Category 2 Roving Archivist Program to request assistance from a professional archivist to properly process the collections and create finding aids
- c. Begin MBLC's environmental monitoring program to assess the HVAC system to ensure that it supports the long-term viability of our collection
- d. Implement our newly drafted "Collection Policy" to accept government documents from Town departments, boards, and committees that relate to legal, administrative, financial and historical functioning of the town

### **Goal 2: Investigate options and implement plan to accept and process on-line requests and payments for dog licenses.**

- a. Continually improve operational processes and enhance our services through efficient and effective methods and solutions to ensure an organization that is customer-focused, proactive, consistent, and responsible
- b. Automation is being instituted where possible to streamline processes, enhance transparency, awareness and ease of access to information. We believe this to be a testament to our continued efforts in seeking to maximize efficiency through the use of technology, professional training and pride in our community. The Town Clerk's Office makes every effort to consistently meet and manage the public's demand for information and serve the residents of the Town. It is a primary goal to utilize technology to increase the efficiency of our daily operations while providing the high level of service that our taxpayers expect.

### **Goal 3: Modernize Election Voting Systems**

- a. Purchase new Tabulators - Our current AccuVote tabulators were purchased in 1999 and are nearing the end of their anticipated life span. Replacement must be made before the accuracy and integrity of the current system fails. Another important consideration is that the AccuVote voting tabulators have not been manufactured since 2007, which means that parts are becoming more difficult to come by. The vendor that currently services and maintains our tabulators has stated that they estimate the ability to support them for a limited amount of time. The Secretary of the Commonwealth has approved two new products for use in Massachusetts. Throughout the past year, I have continued to evaluate and obtain feedback from Clerks in other municipalities that are currently using them to help make the best decision possible for our community.

## **DEPARTMENT OF COMMUNITY DEVELOPMENT FY 2018 GOALS**

The Department of Community Development includes the Building Department, the Health Department and the Planning & Conservation Office. The goals for FY 2018 are combination across all 3 divisions of Community Development.

**1- Enhance permitting capabilities through PeopleGIS for all 3 divisions.**

- a. Building Department will work towards an online permitting system available to the public. In addition, a kiosk will be established at the counter to allow for direct input of applications.
- b. Health Department will engage PeopleGIS to create a permitting system that is compatible with other town-wide permitting systems (Building, DPW).
- c. Planning & Conservation will start to shift documents to the Town's online GIS system.

**2- Enhance efficiency of project department review process for staff, applicants, and boards.**

**3- Planning & Conservation: Publicize the benefits of Town-owned land through the physical demarcation of the land and providing on-line maps.**

**4- Health Department: Increase public vaccination program.**

**5- Health Department: Quarterly trainings/seminars and newsletter**

Staff shall identify 4 areas of local public health importance that could benefit Tewksbury residents. Once identified, there shall be four free public trainings/seminars.



**TOWN OF TEWKSBURY**  
**Tewksbury Police Department**  
918 Main Street  
Tewksbury, Massachusetts 01876

Timothy B. Sheehan  
Chief of Police  
Office: (978) 851-7373 ext. 214  
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To: Richard A. Montuori  
From: Chief Timothy B. Sheehan  
Date: June 2<sup>nd</sup>, 2017  
Re: Goals & Objectives for Fiscal Year 2018

Mission Statement

The Tewksbury Police Department is committed to provide for the safety and security of our Community through the judicious enforcement of the laws of the Commonwealth of Massachusetts and the Constitution of the United States of America. We are dedicated to provide these services with the highest degree of professionalism, honesty, integrity, and character as humanly possible. Every member of our organization shall be devoted to provide the highest quality of public service with respect, honor, fairness, pride, compassion, and courage. We are committed to treating the public with respect, dignity, and fairness and to serve as role models in both our public and private lives by adhering to the highest standards of ethical and moral principles and conduct. We are dedicated to the principles of honesty and truthfulness and will strive to do the right thing, the right way, at all times.

- 1) Review/Revise Department Policies and Procedures to Achieve State Certification:  
Massachusetts is proud to be one of twenty four (24) states that offer an accreditation program for its law enforcement community. The program is administered by the Massachusetts Police Accreditation Commission and currently sixty (70) cities and towns have achieved Accreditation and another twenty two (23) have achieved Certification. Achieving Certification or Accreditation means that an agency has agreed to adopt the Commission's standards as a way of doing business. These standards are considered best business practices for police agencies both administratively and operationally. There is another one hundred and thirteen (116) municipalities, including Tewksbury, that are enrolled in the program and are in the self-assessment phase. Unfortunately, due to manpower constraints and prioritization, the Tewksbury Police Department has been in the self-assessment phase for the last 8-10 years while making small inadequate long-term progress. The Department's Policies and Procedures need to be reviewed and some major revisions performed. In addition, some new policies are needed. Outdated policies have often resulted in exposure to liability and expensive litigation.
  - A. Meet with Administrative Lieutenant biweekly to review proposed policies.
  - B. Support a review team consisting of up to two Superior Officers, a Patrolman, and the Deputy Chief.
  - C. Discuss revisions with Town Manager.
  - D. Provide notice to the Unions then bargain the impact of any change in working conditions (if applicable).
  - E. Long term goal of Accreditation.
- 2) Strengthen Community Opioid/Mental Health Outreach Program and Department Strategy:  
Epidemic level substance use/mental health disorder is significantly impacting this community



and driving the need for police services off the charts. Department personnel responded to roughly ninety-five (95) reported drug overdoses and one hundred seventy-five (175) incidents requiring involuntary hospitalization (Section 12) for mental health concerns in 2016. The number of related overdose fatalities rose significantly from seven (7) in 2015 to fifteen (15) in 2016. 2017 has proven to be no healthier with seven (7) overdose related fatalities recorded already and roughly eighty (80) incidents requiring hospitalization for mental health evaluations.

- A. Maintain and improve the Tewksbury Police Department Bridge/JDP Program.
- B. Partner with local treatment providers, Drug Court, and family support groups.
- C. Reduce crime associated with addiction through judicious enforcement and follow-up.
- D. Work alongside local nonprofit organizations and pursuing grant programs.
- E. Mental Health First Aid/CIT/SUD training for Department personnel.
- F. Use social media to promote education as well as new and existing programs.
- G. Work in collaboration with all Town departments.
- H. Provide community education and the opportunities to provide input.
- I. Tracking all overdoses in Middlesex County using ODMAP software and phone app.

3) Develop Officer Wellness Program:

The job of the police officer is one of the most stressful occupations in the world. Research has shown time and time again that police officer occupational stress is directly related to higher rates of heart disease, divorce, sick days taken, alcohol abuse, and major psychological illnesses such as Acute Stress Disorder, Post-Traumatic Stress Disorder, Depression, and Anxiety Disorders. Stress for police officers consists of an accumulation of exposure to horrific events witnessed and intervened upon while in the performance of their duties, but even a single event can bring on monumental stress.

- A. Provide in-house training for mental health and wellness.
- B. Implement and develop peer support team program.
- C. Encourage involvement of supervisors to look for signs and symptoms.
- D. Provide support to Officers who are Veterans.
- E. Sponsor stress reduction activities and immediate incident debriefs.

***“Ultimately, leadership is not about glorious crowning acts. It's about keeping your team focused on a goal and motivated to do their best to achieve it, especially when the stakes are high and the consequences really matter. It is about laying the groundwork for others' success, and then standing back and letting them shine.” Chris Hadfield***